



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
Chief Administrative Officer

September 22, 2006

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
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MICHAEL D. ANTONOVICH
Fifth District

**SHERIFF'S DEPARTMENT RECRUITMENT AND RETENTION WORKING GROUP'S
ANALYSIS AND RECOMMENDATIONS (AGENDA OF SEPTEMBER 26, 2006, ITEM
NO. 43)**

On February 21, 2006, your Board instructed the Sheriff's Department and Chief Administrative Office (CAO) to:

1. Immediately establish a working group to address the Sheriff's retention and recruitment issues. This group should include the Sheriff's Department, labor representatives and the CAO.
2. Report back within 30 days with a review of the study; provide monthly updates to the Board; and complete work within nine (9) months.
3. Identify funds for a thorough review of the recruitment process to address timelines, bottlenecks and all salient issues affecting or slowing down the recruitment process. Results of the review are to be provided to the working group and the Board.

On May 2, 2006, the working group was established and is comprised of members from the Sheriff's Department (Department), the CAO, the Association for Los Angeles Deputy Sheriff's (ALADS), the Professional Peace Officer's Association (PPOA), and representatives from Supervisors Molina's and Antonovich's Office. The working group's purpose is to improve the Department's efforts, via a collaborative dialogue, to recruit and retain qualified law enforcement personnel.

RECOMMENDATION

Based on the working group's review of the Sheriff's recruitment process, we are recommending that your Board allocate \$5.57 million and add 51.0 positions to the Department's FY 2006-07 budget to enhance their recruitment efforts. Additional funding is needed in the following areas with details provided in Attachment I.

RECRUITMENT AND TRAINING		
Program	Position	Total Funding
Recruitment	12.0	\$ 945,000
Polygraph Examiners	9.0	\$1,211,000
Weapons Training	7.0	\$ 787,000
Recruit Training	15.0	\$1,745,000
Field Operations Training	3.0	\$ 352,000
Emergency Vehicle Operations Training	5.0	\$ 530,000
TOTAL	51.0	\$5,570,000

ANALYSIS

Recruitment and retention questions/issues addressed by the working group are wide-ranging but focused on the following key areas:

1. Advertising of deputy sheriff and custody assistant positions;
2. Factors related to accepting and leaving employment;
3. A review of the recruitment process including the application, testing, background, and academy process; and
4. Other employee retention issues.

Advertising

Since June 2005, the Department implemented several advertising strategies, such as (1) advertising in all areas within Los Angeles, Orange, Riverside, Ventura, San Diego and San Bernardino Counties, on the Internet, billboards, and out-of-state in Las Vegas and Arizona; (2) securing the services of an advertising agency to assist in the development of a new advertising/marketing campaign; (3) attending over 900 in and out-of-state recruitment events and job fairs; (4) encouraging friends and family referrals; (5) enhancing their recruitment efforts at military bases; and (6) increasing their use of recruitment booths and seminars, and newspapers inserts.

The Department will continue to monitor and analyze advertising methods employed and determine which are the most effective. The goal is to have a mechanism in place to determine which event/strategy resulted in the most candidates and academy graduates.

Accepting/Leaving Employment

The working group also reviewed ways to promote the Department's workplace to not only attract more candidates, but have them accept the Department's offer of employment. We determined finances, the hiring process, working conditions and organizational support are important issues to prospective candidates and existing staff.

Salaries and employee benefits are one of the key considerations in the decision to accept one job offer over another. As a result, salary increases recently approved by the Board are marketed and highlighted for recruits. Recruitment flyers will include the step/pay increases graduates will earn upon completion of the academy and any step/pay increases they will receive thereafter and the associated timeframe. In addition, the Department will prepare an employee benefit brochure for applicants.

However, there are some non-financial considerations that impact a candidate's decision to accept employment, such as the length of the hiring process, working conditions and organizational support (e.g., convenience) offered to recruits.

Streamlining the Hiring Process

To streamline the process, the Department:

- Increased the expiration date of the deputy written examination from an 18-month to a four-year expiration date for military candidates. Once the candidates have completed their military tour, they may begin the background process.
- Completes an applicant's background process, without complications, on average in five (5) months (in the past, it took on average nine (9) months).
- Initiates the polygraph examination during the beginning phase of the background process and is completed within a couple of weeks. The polygraph examination was initially scheduled toward the end of the background process and because polygraph examiners were consistently booked, a backlog in appointments occurred which delayed the movement of the background file.

- Decreased the time allowed for an applicant to return his/her application (i.e., submission of birth certificates, transcripts, official documents and the 17-page application) from three to two weeks in an effort to reduce delays.
- Implemented a waiver for selected applicants who have successfully completed their background process (with excellent results), but are awaiting medical results. Those individuals are allowed to enter the academy pending the results of their medical and psychological examinations.
- Added an additional medical doctor to the staff at Occupational Health Programs to assist in the review of medical exams, thereby avoiding any bottlenecks in this area. The Department identified funding within their budget to address this area.
- Offers employment to candidates prior to their entry to the academy. This program is called "off-the-streeters". Candidates work in an administrative capacity until an academy class is available. Once hired by the Department, candidates are less likely to accept employment elsewhere.
- Will conduct five (5) concurrent academy classes in Antelope Valley, Whittier (STARS), Biscailuz Center, and the College of the Canyons. Currently, the Department offers three (3) academy classes. With the addition of academy classes in the Antelope Valley, the recruitment drive will be enhanced in the greater north county area.

Working Conditions

To improve working conditions, the Department:

- Will increase efforts to reduce the amount of time a new deputy spends in Custody as a result of the increased number of academy classes.
- Makes every effort to initially, or as soon as possible, assign academy graduates to their units of preference.
- Will develop a staff Recruitment KIT with a list of Do's and Don'ts. The KIT would include a variety of information, such as station statistics, patrol deputy duties and responsibilities, and a brief description of a deputy sheriff's typical shift. Candidates who participate in a ride-along with staff will be given a true depiction of the job and working conditions.

Organizational Support for Recruits

The Department has modified the following areas in an effort to make the process more convenient for applicants.

- Out-of-state applicants are provided special scheduling arrangements so they do not have to travel to California several times to complete the hiring process.
- Staff are allowed to administer the deputy written examination to military candidates during their visits to the military bases.
- A test taking and informational seminar is conducted twice a month to assist candidates in preparing for the written examination and the academy.
- The deputy written examination testing dates now occur six (6) days (vs. three (3) days) a week, with walk-ins available on Saturdays.
- Off-site testing (road shows) are provided to applicants. There have been over 43 off-site tests conducted since July 2005. Currently the Department is administering nine (9) or more off-site deputy examinations a month.
- In January 2006, the Department modified the waiting period for an applicant to retest (if he/she failed the deputy written examination) from 90 days to 30 days.
- The Department provides applicants with a handout describing the physical training program/PT requirements.

In the end, all changes are constantly evaluated and the results monitored by the Department to determine if they assist in streamlining or improving the hiring process.

Recruitment Process

The workgroup also reviewed the Department's recruitment process. The attached flow chart (Attachment II) illustrates that process and a brief overview is provided below.

The minimum requirements to become a deputy sheriff are:

- 19.5 years of age
- 20 years old at the time of appointment
- High School diploma or G.E.D.
- U.S. Citizen upon application
- Valid Driver's License
- No felony convictions

To attract candidates, the Department advertises its law enforcement positions on billboards, radio, television, stadiums, the Internet, via newspaper inserts; attend events and job fairs; hold recruitment booths and seminars; and recruit at military bases.

A recruitment package is distributed to interested candidates which includes information regarding the hiring process, employee benefits, minimum requirements of the position, test taking and information seminar, a sample written test, test locations, dates and times, current Departmental job openings, a job bulletin for a deputy sheriff trainee, and general information regarding the Department.

The Department indicates given their current advertising efforts, approximately 19,000 individuals are being contacted annually. However, 4,600 hours of staff overtime is required. To meet their recruitment goals of 1,000 deputies in 2006, they estimate 11,000 additional contacts are needed, which would result in 200 additional academy graduates per year. To accomplish this, the Department is requesting 4.0 additional recruitment deputies to hold four (4) additional road shows and 24 additional job fairs each month. The Department is also requesting additional funding to increase their visibility and advertising efforts in the venues stated above. The working group recommends funding their Recruitment Unit request of \$945,000 to further enhance their recruitment efforts.

A candidate is administered the deputy sheriff written and oral examination and then completes the 17-page background application. The written examination is in accordance with the exam offered by other law enforcement agencies. The oral exam required by Peace Officer Standards & Training (P.O.S.T.) consists of approximately five (5) questions.

Effective January 2006, an applicant may take the exam every 30 days; however, after failing for the third time, they must wait a year before they are eligible to re-test. There is no limit to the number of times an applicant may take the exam.

During Fiscal Year 2005-06, the Department received, on average, 1,635 applications per month for the deputy sheriff trainee position. Of the applications received, approximately 51 percent (or 838) were administered the written and oral examination with 39 percent (or 328) passing the exam.

Polygraph Unit

This unit currently completes 400 - 500 polygraph examinations per month, with a staff of 1.0 Sergeant, 8.0 polygraph examiners, and 2.0 clerical staff. However, completion of the exams requires staff to work extended hours and have no absences. The Pre-employment section anticipates the number of polygraph examinations will increase to 800 per month given enhanced recruitment efforts. To meet this demand and ensure no delay in the process, \$1,211,000 for 9.0 additional staff, polygraph training, and equipment is being requested by the Department. This area was identified as a "bottleneck" by the working group and thus, we recommend funding this request.

Background Unit

In July 2004, the Backgrounds Unit, consisting of 1.0 Sergeant and 19.0 investigators, without complication, took an average of nine (9) months to complete an applicant's background. With funding provided by the Board in December 2004 and June 2005, the Unit is now comprised of 59.0 Investigators and 10.0 retired personnel. Given the additional staff and recently implemented streamlined processes, Investigators are now able to complete an applicant's background in a timely manner.

The process includes a background investigation, polygraph, medical, and psychological examination. The overall process averages five (5) months, however, the actual background investigation (excluding Polygraph, medical and psychological exams) that the deputies conduct averages three (3) months. A sampling review of 1,063 cases revealed that only 19 percent were in excess of the three (3) months timeframe. Those cases were analyzed and determined to have extenuating circumstances with the majority of the delay caused by applicant inaction. In some instances, an applicant took up to a month to provide required documentation (i.e., a valid birth certificate to prove citizenship). Without this information, an applicant's file is unable to proceed to the next level.

In many cases, applicants have applied to other law enforcement agencies and completed their background process. The Department's background investigator is required to evaluate every other background investigation in order to confirm information provided by the applicant. The purpose is to determine if an applicant has

provided inconsistent information or statements about drug use, past employment and criminal history.

A review of other law enforcement agencies' background processes found that some were, in fact, completed timelier when compared to the Department. However, these agencies were not conducting their own background investigation, but relied upon the information provided in other law enforcement background investigations. As a result, these agencies were able to complete their investigations at an accelerated pace. The Department does not support nor recommend this practice.

Academy

Upon completion of the background process, a candidate is offered employment and, if accepted, is scheduled for the next academy class. The academy attrition rate is approximately 20 percent. The Department conducted exit interviews and determined of those that leave:

- 34 percent leave due to physical fitness/agility issues;
- 25 percent leave due to academic issues;
- 25 percent leave due to personal issues;
- 7 percent leave due to other reasons;
- 5 percent leave due to injuries; and
- 4 percent leave due to firearms concerns.

Physical Fitness

Each recruit is provided a physical training program/PT handout at the onset of the background investigation process. The Department also provides on Tuesdays and Thursdays a training class to assist candidates with improving their physical fitness. If a recruit fails an agility test, a personal program is created and a mentor provided. P.O.S.T. mandates the score a recruit must receive to pass the physical component of the academy.

Academics

P.O.S.T. mandates that a recruit must pass all written and skills testing. If the recruit fails a test, he or she is provided additional training. However, if a recruit fails a second time, they are dismissed from the academy.

Personal Reasons

Nebulous personal reasons are often provided to staff during the exit interview. However, in the future, the Department will conduct more extensive interviews, and hold discussions with training staff and fellow recruits in order to gain a better understanding of why a person may be leaving. If staff determines that physical fitness, academics, or firearms is the "real" reason a recruit is leaving, the mentoring program will be offered and implemented. In the past, if a recruit stated they wanted to resign, the Department accepted their resignation and did not question the recruit any further.

Firearms

A review determined that recruits with small hands have difficulty meeting required shooting scores with the Beretta, the service weapon. The Department field tested a new weapon that allows changes to the grip size; however, recruits must purchase this weapon at their own expense. Approximately, four (4) months ago, the Department authorized the purchase and use of this gun during firearm exams, however, to date no one has taken the Department up on their offer.

In an ongoing effort to reduce attrition, the Department will continue to evaluate why cadets leave the academy and develop strategies to address those issues.

If a cadet leaves the academy in good standing, he or she may request reinstatement/restoration to a deputy sheriff trainee. A security review is performed and, if satisfactory, the recruit is scheduled for a future academy class. Restorations/reinstatements have a high academy completion rate.

Deputy/Custody Assistant Vacancy Projections

The working group also developed a chart (Attachment III) tracking sworn personnel vacancies given scheduled academy classes, anticipated program expansions (i.e., unincorporated patrol, jail housing and security plan, and gang reduction plan) and departmental attrition (i.e., transfers, resignations and retirements). The chart displays anticipated gains and losses over four (4) fiscal years (FY 2005-06 through FY 2008-09). A Custody Assistant chart (Attachment IV) was also developed. Each chart will be updated periodically with the actual gains and losses for the prior months. Academy classes scheduled for sworn and custody assistants over the next two (2) fiscal years are also provided (Attachment Va and Vb).

Overall, the Department has ensured the recruitment process is well organized. It takes approximately five (5) months for an applicant with "no concerns" to complete. In comparison, similar size agencies' process may take six to eight (6 to 8) months and possibly 11 months to complete. However, to graduate and train a sufficient number of personnel to meet staff requirements, additional funding of \$3,414,000 for academy classes, weapons training, field operations training, and emergency vehicle operations training is required. We recommend funding these efforts.

Employee Retention

Retaining good employees is a primary concern of the Department. It involves understanding why employees leave and then developing and implementing strategies to retain them. The working group determined that employees leave employment for a variety of reasons; however, some have been inadequate compensation, lack of opportunity for advancement and prolonged initial assignment to Custody.

To a large extent, the issue of inadequate compensation has been resolved with the recent Board of Supervisors approved compensation package. Similarly, the issues of lack of opportunity for advancement, along with prolonged initial assignments to Custody, continually improves as a result of the successful hiring campaign, which creates internal movement and promotional opportunities.

Departmental Policies/Procedures

The working group also reviewed several departmental policies/procedures which have an impact on recruitment and retention, as well as working conditions. These issues were grouped into three (3) categories: implemented, partially implemented, and not implemented.

Implemented

- Free travel while in uniform on public transit system
- Preference for geographic proximity to deputies homes during break-ups
- Grant custody extensions
- Adjust shift times to avoid peak travel times
- Longevity Bonus

Partially Implemented (Limited)

- Assign academy graduates closer to their homes
- Carpooling program - preferred parking and/or financial remuneration
- Bus/tram service from major points to local units
- Transfer all state parolees to the Department of Corrections
- Compressed work schedules (availability of compressed work schedules has been reduced due to operational needs)

Not Implemented

- Travel mitigation allowance
- Housing allowance
- Recruitment bonus
- Deferred Retirement Option Program (DROP Program)
- Amend 120-day Rule to elongate the period of time that retired deputies work in selected Custody/Correctional/Court Services divisions.

In reviewing the policies/procedures that were not implemented, it was determined that many are bargaining issues and require negotiation with the union. The remaining either the Department did not currently support or believes the current practice/method should be maintained. These, as well as other issues, will be reviewed by the working group with a final recommendation to be provided at a later date.

Union

ALADS and PPOA have also committed to assisting the Department with their recruitment and retention efforts by:

- Removing advertisements for other law enforcement agencies in their newsletters;
- Publicizing the recently approved increases in salary and employee benefits; and
- Support recruitment advertisements of the Department in their newsletter.

Each Supervisor
September 22, 2006
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CONCLUSION

In summary, the working group recommends providing additional funding of \$5,570,000 and adding 51.0 positions to the Department's FY 2006-07 budget to further enhance their recruitment and retention efforts. We will continue to meet and update the Board on our progress.

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recruitment.bm.doc

Attachments

c: Sheriff
County Counsel
Executive Officer, Board of Supervisors
ALADs



Recruitment & Training



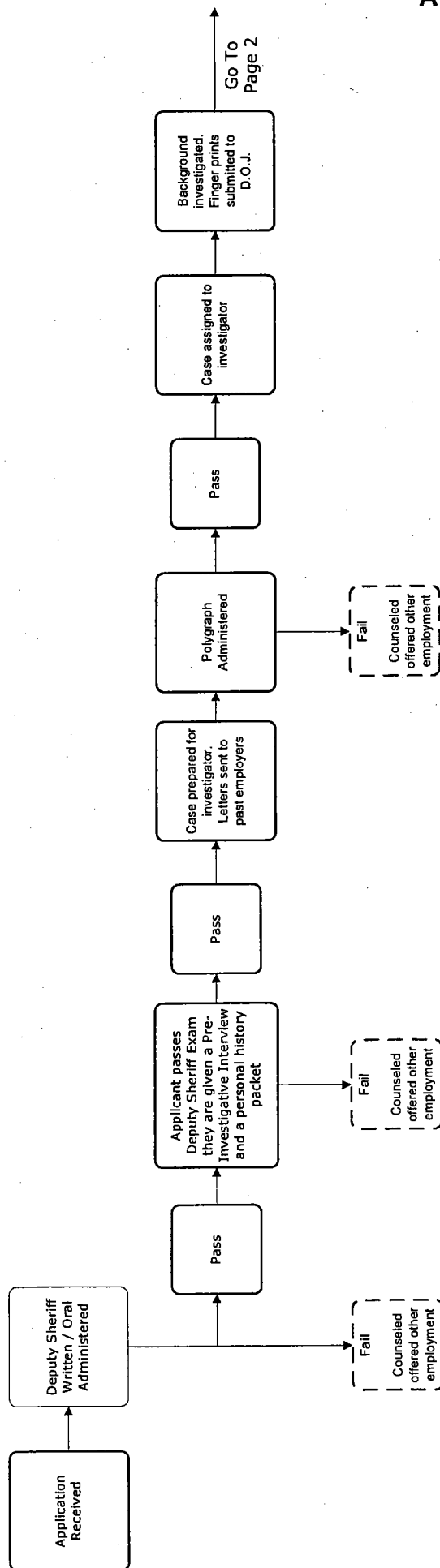
Reflects enhancements, as recommended by the Recruitment and Retention Workgroup, to increase recruitment and training efforts.

Category	Positions	Cost
Recruitment		
Reflects additional positions and services and supplies (e.g. advertising) for Personnel Administration to enhance recruitment efforts.		
Staffing	12	\$367,000
Other Costs		\$578,000
TOTAL		\$945,000
Polygraph Services		
Reflects additional positions and other costs (e.g. polygraph training, 2 polygraph machines) for Scientific Services Bureau.		
Staffing	9	\$971,000
Other Costs		\$240,000
TOTAL		\$1,211,000
Leadership & Training – Weapons Team		
Reflects additional positions and services and supplies to coordinate and conduct mandated firearms training for academy recruits.		
Staffing	7	\$759,000
Other Costs		\$28,000
TOTAL		\$787,000
Leadership & Training – Recruit Training		
Reflects additional positions and services and supplies to conduct academy classes; and reduce reliance on patrol stations to redirect staffing to assist in academy classes.		
Staffing	15	\$1,685,000
Other Costs		\$60,000
TOTAL		\$1,745,000
Leadership & Training – Advanced Officer Training / Field Operations Training		
Reflects additional positions and services and supplies to meet State Mandates in regard to force training/defensive tactics and Weapons of Mass Destructions.		
Staffing	3	\$340,000
Other Costs		\$12,000
TOTAL		\$352,000
Leadership & Training – Emergency Vehicle Operations Center		
Reflects additional positions and services and supplies to provide training in the area of emergency vehicle operation.		
Staffing	5	\$510,000
Other Costs		\$20,000
TOTAL		\$530,000
GRAND TOTAL	51	\$5,570,000



Los Angeles County Sheriff's Departments | Hiring Flow Chart

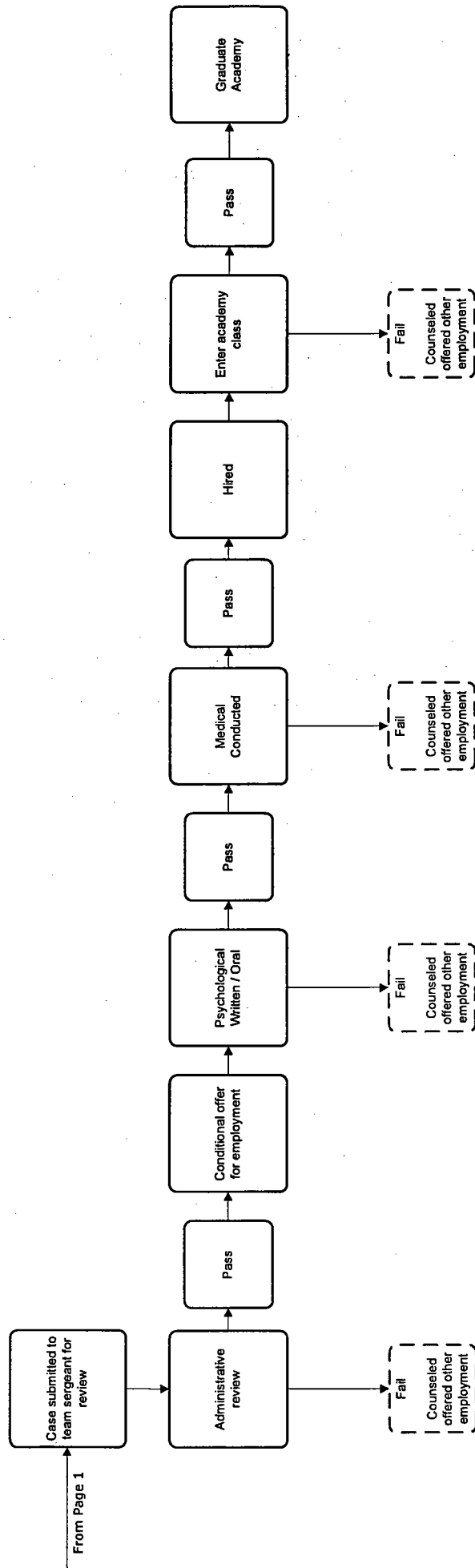
Today's Date: 6/23/2006



ATTACHMENT II



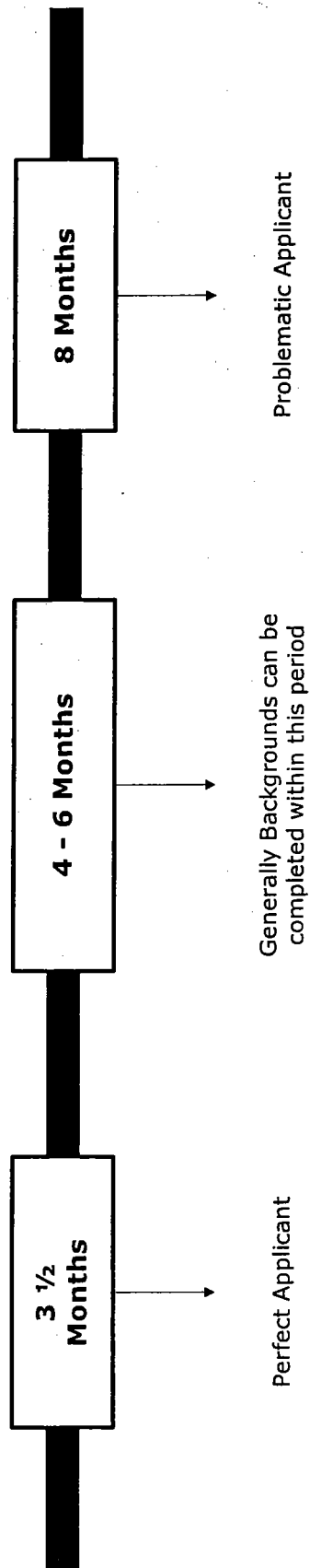
Los Angeles County Sheriff's Departments | Hiring Flow Chart





Los Angeles County Sheriff's Departments | Hiring Flow Chart

The Background Process Timeline:



Los Angeles County Sheriff's Department Deputy Vacancy Report

Projected Vacancies:	2005/06	2006/07	2007/08	2008/09
Current / Anticipated Vacancies	-653	-1072	-582	-291
Attrition (Retirements/Out of Service)	-366	-340	-550	-550
Academy Graduates	426	942	1024	921
Re-Hires/Reinstatements/Lateral/POST Transfers	58	80	80	80
New Items Budgeted	-537	-192	-150	-120
Unincorporated Patrol	0	0	-113	0
New Jail Items	0	0		-240
Total:	-1072	-582	-291	200
Less Vacancies for Salary Savings	200	200	200	200
Net Vacancies:	-872	-382	-91	0
Net Gain		490	291	91
Net Loss	-419			

Los Angeles County Sheriff's Department Custody Assistant Vacancy Report

Projected Vacancies	2005/06	2006/07	2007/08	2008/09
Current / Anticipated Vacancies	-331	-288	-151	0
Attrition (Retirements/Out of Service)	-76	-78	-78	-78
Academy Graduates	119	262	229	261
Re-Hires/Reinstatements/Lateral/POST Transfers	0	0	0	0
New Items Budgeted	0	-47	0	0
Unincorporated Patrol	0	0	0	0
New Jail Items	0	0		-253
Total	-288	-151	0	-70
Less Vacancies for Salary Savings	70	70	70	70
Net Vacancies	-218	-81	70	0
Net Gain	113	137	151	
Net Loss	.			-70

**Los Angeles County Sheriff's Department
Personnel Administration Bureau**

DST ACADEMY CLASS SCHEDULE <i>January 2005 thru June 2008</i>					
Class Number	Location	Start/Finish Dates	Hired	Graduated	Attrition Rate
340	STARS	01/05/05 - 05/13/05	85	71	16.5%
341	STARS	03/23/05 - 07/29/05	90	71	21%
342	STARS	05/04/05 - 09/08/05	47	37	21%
343	STARS	06/22/05 - 10/28/05	103	85	17.5%
344	COC	08/10/05 - 12/16/05	51	42	18%
345	STARS	09/14/05 - 01/20/06	99	73	26%
346	STARS	11/30/05 - 04/07/06	107	84	21.5%
347	COC	01/25/06 - 06/02/06	50	34	32%
348	STARS	03/01/06 - 07/07/06	107	82	23.3%
349	STARS	04/12/06 - 08/17/06	116	96	17.2%
350	STARS	05/24/06 - 09/28/06	111	89*	
351	COC	06/14/06 - 10/20/06	52	42*	
352	STARS - K 1	06/28/06 - 11/02/06	118	94*	
353	STARS - K 2	08/02/06 - 12/08/06	118	94*	
354	STARS - T 1	09/13/06 - 01/19/07	111	89*	
355	STARS - H120	10/25/06 - 03/02/07	115*	92*	
356	Antelope Valley	11/08/06 - 03/16/07	50*	40*	
357	STARS - K 1	12/06/06 - 04/13/07	115*	92*	
358	STARS - K 2	01/17/07 - 05/25/07	115*	92*	
359	COC	01/24/07 - 06/01/07	65*	52*	
360	STARS - T 1	03/07/07 - 07/13/07	115*	92*	
361	STARS	04/25/07 - 08/31/07	115*	92*	
362	Antelope Valley	05/23/07 - 09/28/07	50*	40*	
363	STARS K 2	05/23/07 - 09/28/07	115*	92*	
364	STARS T 1	06/20/07 - 10/26/07	115*	92*	
365	Biscailuz Center	07/25/07 - 11/30/07	80*	64*	
366	COC	08/15/07 - 12/21/07	65*	52*	
367	STARS K 2	10/03/07 - 02/08/08	115*	92*	
368	STARS H120	11/07/07 - 03/14/08	105	84	
369	Biscailuz Center	12/05/07 - 04/11/08	80*	64*	
370	Antelope Valley	12/12/07 - 04/18/08	50*	40*	
371	STARS	01/16/08 - 05/23/08	115*	92*	
372	STARS	02/20/08 - 06/27/08	115*	92*	
TOTAL			3,060	2,439	Avg = 20.3%

NOTE: (*) indicates projected figures. Projected graduates are estimated at a 20% attrition rate.

Los Angeles County Sheriff's Department
Personnel Administration Bureau

ATTACHMENT Va
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DEPUTY SHERIFF TRAINEE Totals by Year		
Year	Hired	Graduated
2003	75	99
2004	190	91
2005	582	370
2006*	1063*	688*
2007*	1185*	981*

(*) indicates projected figures. Projected graduates are estimated at a 20% attrition rate.

Male/Female Break-down by class							
Class	Start/Finish Dates	Hired			Graduated		
		Males	Females	% Females	Males	Females	% Females
340	01/05/05 - 05/13/05	57	28	33%	56	15	21%
341	03/23/05 - 07/29/05	66	24	27%	56	15	21%
342	05/04/05 - 09/08/05	37	10	21%	28	9	24%
343	06/22/05 - 10/28/05	76	27	26%	69	16	19%
344	08/10/05 - 12/16/05	39	12	23.5%	31	11	26%
345	09/14/05 - 01/20/06	64	35	35%	54	19	26%
346	11/30/05 - 04/07/06	80	27	25%	69	15	18%
347	01/25/06 - 06/02/06	33	17	34%	23	11	32%
348	03/01/06 - 07/07/06	75	32	30%	61	21	26%
349	04/14/06 - 08/17/06	96	20	17%	83	13	14%
350	05/26/06 - 09/28/06	84	27	24%			
351	06/16/06 - 10/20/06	40	11	21%			
352	06/30/06 - 11/02/06	98	20	17%			
353	08/02/06 - 12/08/06	92	26	25%			
TOTAL		937	316	25.2%	530	145	21%

CUSTODY ASSISTANT CLASSES RECOMMENDATION

ACADEMY CLASS	ORIENTATION DATE	NO. HIRED TO BEGIN CLASS	CURRENT NO. IN CLASS	GRADUATION DATE	MOVEMENT DATE
50	07/18/05	25	23	09/09/05	09/11/05
51	09/26/05	30	29	11/18/05	11/20/05
52	01/16/06	33	33	03/10/06	03/12/06
53	03/27/06	33	30	05/19/06	05/21/06
54	06/01/06	49	46	07/28/06	07/30/06
55	08/17/06	49	47	10/13/06	10/15/06
56	10/26/06	*50		12/22/06	12/24/06
57-COC	11/02/06	*20		12/29/06	12/31/06
58	01/11/07	*50		03/09/07	03/11/07
59-AV	03/22/07	*20		05/18/07	05/20/07
60	03/29/07	*50		05/25/07	05/27/07
61-COC	06/07/07	*20		08/03/07	08/05/07
62	06/14/07	*50		08/10/07	08/12/07
63	08/16/07	*50		10/12/07	10/14/07
64-AV	10/04/07	*20		11/30/07	12/02/07
65	10/25/07	*50		12/21/07	12/23/07
66-COC	01/03/08	*20		02/29/08	03/02/08

CUSTODY ASSISTANT PROJECTIONS

CUSTODY ASSISTANT DEPARTMENT VACANCIES		269.5
CLASS #55	MOVEMENT DATE: 10/15/06	-46.0
CA VACANCIES AFTER MOVEMENT		223.5
CA TRAINEES/OFF-STREETERS - CURRENT TOTAL		11

*Anticipated number of hires